

**INTENT**

Paper Excellence (PE) acknowledges the reliance of our business in partnership with Indigenous Peoples in Canada. As expressed in our Commitment to Indigenous Peoples, we recognize that doing business right means building business together.

The creation of a policy specific to Indigenous Relations is intended to hold our company accountable to a long-term process of reconciliation, with carefully defined metrics that are in alignment with our Commitment.

This policy is a living document and will be continuously refined as we improve our program.

**LEADERSHIP ACTIONS**

Our leadership approach is to build upon values of respect, empathy, and cultural safety in our operations.

To achieve this, leadership will take action to ensure:

- ✓ Appropriate systems are in place and sufficient resources are allocated to maintain and achieve our Indigenous Relations objectives, including certification to the Canadian Council for Aboriginal Business (CCAB) Progressive Aboriginal Relations (PAR) standard.
- ✓ Systems and measures are established to continually improve the scope and quality of our Indigenous relationships.
- ✓ Our employees have the skills, training, and resources in cultural competencies to perform their duties with respect to developing and advancing relationships with Indigenous Peoples why that demonstrate mutual respect and understanding of the unique rights of Indigenous Peoples.

Leadership will also strive to advocate externally for the rights of Indigenous Peoples by educating suppliers and stakeholders, including government and the public, in support of the long-term process of reconciliation.

**EMPLOYMENT**

Our objective is increase representation and employment opportunities for Indigenous persons in our operations. Consequently, we will seek interest and guidance from Indigenous communities regarding our

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employment opportunities and how to make those opportunities more accessible to Indigenous candidates. We will invest in sponsorship and training programs to support Indigenous access to employment at our facilities. Further, we will focus on how to successfully increase representation of Indigenous employees in our operations by creating a safe and culturally inclusive workplace.

### **BUSINESS DEVELOPMENT**

We will support economic reconciliation through business development opportunities and increasing partnerships with Indigenous groups in our supply chain.

We will achieve this through analyzing our procurement processes and identifying barriers to increasing opportunities for Indigenous businesses and adopting strategies to give priority to the growth and success of Indigenous businesses.

### **COMMUNITY INVESTMENT**

Through direct engagement and targeted participation, we will build positive relationships with Indigenous communities and organizations. Our focus is to make sustainable and meaningful contributions to communities and programs to support reconciliation efforts, education, environmental stewardship, and scholarship opportunities for the next generation of Indigenous leaders.

We will work with government and Indigenous representatives to incorporate cultural values into our plans and ensure best management practices are used for the protection of those values. We commit to undertake meaningful engagement, not only as required by law, but as guided by Indigenous communities themselves, in projects that may have an impact on Indigenous rights and values.

We will seek external input on our policies, processes, and systems to ensure that we are always working to better understand Indigenous perspectives and incorporate those perspectives into how we operate.

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